

January 11, 2023

Board of County Commissioners
PO Box 37
Ephrata, WA 98837

Re: Strategic Planning & Leadership Development

Dear Commissioners,

Renew is seeking approval to partner with Ingenium Healthcare Advisors as a professional service agreement to begin the process of strategic planning and leadership development. Our goal is to develop a 3-5 year strategic plan, align our team on vision, mission, values, and transform the overall organizational performance of our organization. Participants of this plan will consist of 15 managers and supervisors.

Kathy Letendre has given us a quote of \$105,000.00 over a three-year period. This proposal includes multiple workshop style sessions, both virtual and in-person, where we will focus on the key principles, methods, and tools tailored to our organizations needs and challenges. In addition, there is a \$12,000.00 fee for Executive Guidance for a 6-month period which provides consultation & training specifically for the Executive Director and the Director of Behavioral Health Services.

Please see the attached agreement which includes an appendix with Kathy's bio and testimonials of her work. The cost break down is \$2333.00 per employee per year. When onsite visits are scheduled, we will also be responsible for airfare and lodging. The funds for this project will come from fund 108.150.00.0000.564.00.4100.

Thank you for your consideration. If you have any questions, please contact me.

Sincerely,



Dell Anderson, M.Ed, LMHC
Executive Director





Renew's Strategic Direction to accelerate Organizational Transformation Letter of Agreement

I. What We Heard

Situation Analysis

In 2022, Renew Grant County Behavioral Health and Wellness (Renew) began to assess and optimize telehealth in order to improve, grow, and expand virtual care to complement your existing service delivery offerings. Your aim is to best reach and serve the communities throughout the region. Through this work with you, we have established a relationship based on trust. Therefore we were pleased to talk with you recently about your interest in the Ingenium team supporting Renew's broader strategic direction and organizational transformation.

While virtual care is the focal point of Ingenium Digital Health Advisors, our team within *Ingenium Healthcare Advisors*, led by Kathy Letendre, works with organizations who are seeking to excel, transform, and reach higher levels of overall organizational performance across all dimensions from quality to service, for growth and financial sustainability to workplace climate.

In recent conversations, you indicated:

- a need to bring greater clarity to the strategic direction of Renew,
- a desire to put in place systematic approaches for planning and management, and
- a commitment to equip the organization and its leaders with the means to consistently deliver on strategic priorities, thereby demonstrating measurably improving results.

You shared that while Renew has made notable progress in rebranding as a respected and valued service provider, your efforts to truly transform the organization and lead with a clear

strategic direction are in the early stages. It would be our privilege to work with you on accelerating this vital work.

We have prepared this Letter of Agreement based on our work together, recent conversations, and decades of experience guiding such endeavors in other health and human service organizations. I am glad that you have had an opportunity to talk firsthand with your counterpart in rural Vermont about what this entails and the numerous benefits. I know that Dick Courcelle would be pleased to share additional information with you at any point to compare notes further.

I am including a number of options for how we can work together so that you can choose the option that best meets your objectives and needs at this time.

Your Desired Outcomes

Your ultimate desired outcome is a high-performing, high quality organization that is well positioned to transform and grow in serving the expanding and evolving needs of the region in a manner that supports Renew's long-term viability.

To achieve this ultimate outcome, you are seeking to:

- Set a clear and compelling **Strategic Direction** for the coming years
- **Align leaders** around that Strategic Direction
- Enable the organization to fulfill its **Mission, Vision, and Values**
- Establish **key strategic metrics** to measure and monitor progress year over year
- Translate the Strategic Direction into Annual **Strategic Initiatives** for effective focus and execution
- **Equip leaders** with the skills, knowledge, and tools to execute the defined plan, goals, and initiatives in order to consistently deliver improving results
- Provide ongoing **Leadership Development** to enable leaders to grow in their confidence and competence to deliver on goals with demonstrated results

All with the overarching goal of delivering on strategic priorities consistently – year over year over year.

The initial focus will be at the organizational level. Over time we can discuss how best to bring this approach to the program level as well.

You desire clarity for your leadership team to utilize a defined strategic direction, articulated in a strategic plan, to guide the organization over the next three years (and beyond). You envision an approach that will purposefully integrate strategic and action planning, define key strategic metrics, and utilize effective methods for ongoing accountability that supports Renew in realizing its vital strategic priorities, amidst an evolving external environment.

In brief, you desire to strengthen the internal management approaches at Renew to enable your organization and leadership team to consistently set and execute on plans and priorities, delivering needed results *now* and into the *future*.

You desire to markedly accelerate this work by tapping into the expertise of Ingenium, achieving in months and years what could otherwise take up to a decade to accomplish in your organizational transformation efforts. Indeed, many organizations abandon their ambitious visions when using simply a do-it-yourself, trial-and-error approach.

The Value of Achieving Your Desired Outcomes

Through a successful transformation, Renew will position itself to consistently define and deliver on organizational priorities, with improving organizational results, for years to come.

Further, a systematic planning approach will improve your capabilities to anticipate and serve your clients' and region's expanding & evolving needs much more effectively and comprehensively.

By leveraging Ingenium's expertise and experience to guide you: in exploring and setting a clear and compelling strategic direction; aligning your leadership team around a defined set of strategic priorities; and equipping your leadership team with an expanded array of knowledge, skills, and tools to consistently deliver on plans and priorities, you will position the organization for long term success.

Our clients find that this work accelerates the accomplishment of their vital strategic priorities and brings clarity and focus to working on only the most fruitful opportunities.

II. Achieving your Desired Outcomes

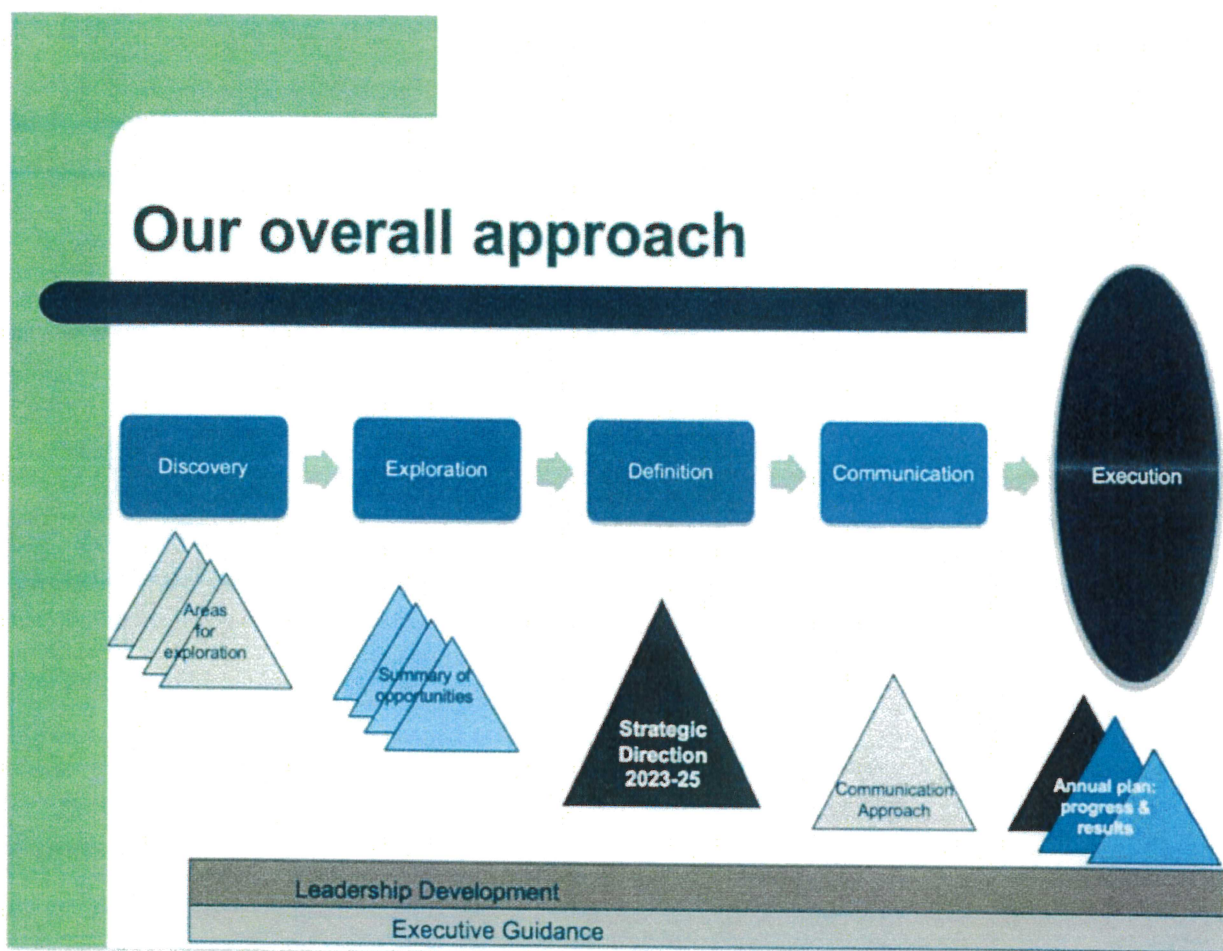
Our Approach

To achieve the desired outcomes, we will – in collaboration with you and members of your leadership team – take an active and guiding role in establishing your internal management process for ongoing *strategic management*.

We will design with you and guide you in putting in place a strategic management approach for Renew that:

- advances your Mission, Vision, and Values;
- contemplates the rapidly changing health and human services environment;
- considers internal and external factors for your future success;
- creates clarity and leadership alignment around your strategic direction and priorities;
- promotes synergy rather than conflict;
- is customized to your organization, including your environment, key stakeholders, and resources; and
- defines an organizational cadence for ongoing goal achievement.

Our approach typically includes the following major phases and is supported by leadership development and executive guidance. Our approach is tailored to your organization's unique needs, goals, and starting place.



Engagement Options

We are proposing a few options for you depending on the level of support and expert consultation you feel would be the most beneficial, as well as the pace of improvement you are striving for over the next few years.

In addition, we have included an add-on component that you can include with *either* of the two options.

Both alternatives below are designed to achieve your desired outcomes. However, higher-lettered alternatives will take you further, more quickly — creating the value sooner.

Both alternatives tap into our deep expertise in healthcare and human services, strategic planning, measurement, alignment, accountability, organizational growth and change, as well as leadership & team development.

The primary differences between Alternative A and Alternative B are in the level of internal responsibility versus expert support for achieving your desired outcomes and the extent and depth of leadership development and support to enable your organization's short-term and long-term success.

Alternative A: Comprehensive

In this alternative, we will jointly guide and facilitate with you each phase in the process relying on Renew's leaders and executive assistant to play a *significant* role during each phase. For example, in Alternative A, senior leaders at Renew would conduct key information gathering and synthesis aspects in the Discovery phase.

This alternative includes various workshop-style sessions, virtual meetings as deemed appropriate, and our independent work off-site. The workshop sessions use a combination of virtual and in-person sessions as well as collaboration tools (where appropriate).

In this Alternative A, we will focus with you on *primarily*:

- setting a Strategic Direction for a 3-year timeframe;
- annual Action Planning (once in each of the next 3 years); and
- delineating the overall, *organization-level* approach for strategic management, including the cadence for periodic reviews of "progress to plan" and the use of key strategic metrics to monitor progress.

The *Leadership Development* included in Alternative A will focus *exclusively* on the knowledge, skills, and tools to enable and support this, with *one* leadership development skills workshop conducted in the *first year*, such as our highly regarded two-day "Management & Planning Tools Workshop."

With Alternative A, if additional Leadership Development workshops and supports are deemed necessary and valuable for the ensuing years, these can be discussed for future work and priced accordingly.

Alternative B: Transformational

This option ***includes*** Alternative A but is more in-depth, supportive, and transformative as it includes focus both at an organizational and program level.

The added value in this alternative is **four-fold**:

First, we will lend **additional expertise and support** in each phase of the strategic direction setting process, relying on Renew's leaders and executive assistant for *essential* involvement during the stages of strategic plan development. For example, in Alternative B, Ingenium will support key aspects of the Discovery phase in a more *hands-on* fashion with key inputs and documents assembled by Renew's leaders.

As in Alternative A, this Alternative B includes multiple workshop-style sessions, virtual meetings as deemed appropriate, and our independent work off-site. The workshop sessions use a combination of virtual and in-person sessions as well as collaboration tools (where appropriate).

The **second** added benefit of this Alternative B is that we will work with you and members of your leadership team to define the key ***strategic management practices*** most needing attention and focus on preparing leaders for consistent strategic execution. The emphasis is on leadership readiness for executing on strategic priorities, whether these are strategic growth and expansion initiatives, client-focused improvements, organizational culture efforts, or key quality, service, and other areas of focus that are defined as critical within your strategic direction and annual action plans.

Third, we will co-design with you and members of your leadership team the ***strategic management structures, processes, and tools*** both at the **organizational and program levels** for ongoing *strategic management*. We will focus in year one on those that are most critical at the organizational level and then introduce additional elements in years one, two, and three once these initial approaches are successfully in place *within* the organization.

Fourth, the **leadership development** workshops and support which are a part of Alternative B will continue over ***each of the three years*** and will focus on key principles, methods, and tools tailored to your organization's unique needs and current priorities and challenges but can range from action planning to accountability, from fact-based management to team-based improvement, from change management to customer-focus, from leadership improvement to staff involvement. We will align this leadership development work to your strategic priorities as delineated in the strategic and annual plans that are developed.

High-performing organizations do not leave these approaches to chance but instead intentionally build effective methods for effective and consistent implementation of plans and customer-focused improvements.

As such, this option includes two to four *leadership development workshops each year* over the three years of our strategic work together. In these virtual or in-person leadership development

workshops, we *introduce* structured and proven approaches to build solid action plans and accelerate progress in implementation. Some of these workshops will be co-designed and co-delivered with you, Dell, in methods you are accustomed to from other settings, such as rounding for results, customer service techniques, and the like.

We will guide you to facilitate progress checks with members of your leadership team to: assess progress in implementing the techniques, answer questions about specific experiences in using the methods, and provide advice and counsel to sustain your efforts.

Where deemed critical, this Alternative B may also use periodic small group advisory sessions for leaders to *accelerate adoption* of the specific management practices and to tailor them to their unique circumstances. When learning new management processes and techniques, individuals are more apt to see early and sustained results if they have a trusted resource with whom to discuss early successes and any concerns, role-play various circumstances, and get direct feedback and guidance.

Add-on 1: Executive Guidance for Results

This component (Add-on 1) is *optional*. It can be added onto *either* of the above alternatives (A or B) to accelerate your results. This **Executive Advising** is for you and for your senior leader for behavioral health programs. This executive advising can be selected for six-month periods of time.

In these one-to-one advisory conversations, we discuss topics of importance for your professional growth and ongoing success. Kathy serves as your sounding board, trusted advisor, and personal development advisor to both you and Juan.

Our focus in these advisory conversations would not be solely on the strategic management practices (described above in Alternatives A and B) but can be *wide-ranging* to include topics of *any nature*, including important organizational priorities, challenges, decisions, and opportunities.

Where appropriate, Kathy would make recommendations, provide advice, offer counsel, and share resources. You may select this Executive Advising for the six-month periods where this additional executive guidance would be most valuable to achieve results.

In addition to our scheduled advising times (which we would set up), the executive guidance relationship would include unlimited phone and email access to Kathy between our scheduled meetings for opportune and time-sensitive topics.

Typically, organizations choose to begin these add-on Executive Guidance periods *after* the strategic direction setting work is well underway. Therefore, this add-on feature can be chosen for any (or all) six-month periods of time during the active engagement. A decision to renew for the *next* six-month period needs to be secured with advance payment two weeks before completion of the current period.

~~~~~

Our approach is systematic, pragmatic, and straightforward. What we have laid out here as Alternatives is based on our current understanding of your needs and Kathy's professional expertise and experience regarding the elements that will be most beneficial as you and your leadership team create critical change in the organization, building an enduring capability to deliver on strategic priorities consistently.

Kathy will tailor and adjust the approach and timing to your organization's specific needs, unique challenges and culture, and the pace of improvement you are seeking to achieve. We will provide guidance to you and your leadership team in support of your goals and objectives.

The *organizational capability* to execute on plans and priorities is a key driver of organizational results. When organizations put in place the vital management systems, processes, and structures for execution, the results follow. This is the essence of organizational excellence and transformation.

Preparing the organization and leaders now by increasing your internal capabilities will pay dividends in numerous ways for years to come.

### III. Logistics & Terms

#### Timing

We can begin this work upon your acceptance and schedule sessions at mutually agreeable times in the coming months. The pace of progress will be largely determined by the rate at which decisions are made and actions are implemented. A substantial amount of strategic progress is possible in one-year increments and within an overall three-year timeframe.

The optional Add-on 1 can be selected now (to commence at a future date of your choosing) or added at a later date within the engagement but no later than January 1, 2023. Verbal commitment with advance payment can initiate this Add-on anytime within 2023.

Strategic progress will require the organization to allocate sufficient time for all key participants, make advance arrangements for workshops and sessions, and reach decisions in a timely manner.

### Joint Responsibilities

Ingenium will:

- Sign Non-disclosure, Confidentiality, or Business Associate Agreements, as requested.
- Return all calls and emails within 8 business hours, US Eastern Time, except for pre-communicated circumstances, such as vacation or travel.

You will:

- Provide introductions and ensure access to key stakeholders and leaders as needed to achieve the desired outcomes.
- Make available all information that has a bearing on the engagement.
- Provide clear support and sponsorship of this effort.
- Abide by the payment schedule and all terms and conditions herein.
- Be accessible and return calls or emails within 24 hours, except for pre-communicated circumstances, such as vacation or travel.

As the chief executive, Dell Anderson will be specifically responsible for: providing clear leadership and sponsorship of this effort; ensuring access to key individuals on mutually convenient dates; sharing all information that may have a bearing on this effort; synthesizing and summarizing key information sources about the internal and external factors most pertinent to Renew; payment in conformance with the terms below; making decisions needed for moving the process forward promptly; allocating logistical and administrative support including for documenting key components of the plan and processes as decisions are reached and processes are tailored to the Renew environment; and for reasonable access to yourself and others for any necessary discussions, questions, and decisions.

Sarah Nelson, or a highly capable administrative designee, will be responsible for: arranging logistics for the workshops, sessions, and any interviews, including scheduling all participants to attend; securing appropriate spaces as needed for any workshops or sessions that will be conducted in person; coordinating use of Renew technology and collaboration platforms as needed; arranging food and beverage for workshop participants for meals and breaks during sessions where this is prudent; and for providing administrative support including for documenting key components of the plan and supportive processes.

We both will:

- Immediately inform each other of any developments that might jeopardize the successful achievement of the objectives and/or the creation of the value outlined above.
- Respect each other's confidentiality and proprietary materials and proprietary approaches.



## Terms of Engagement

As a value-focused consultancy, our fees are designed to be commensurate with the value and are represented in a single fee. More time spent does not automatically translate into higher value, which is why we do not assess an hourly or daily rate. Until we achieve the desired outcomes, you should feel comfortable to interact with us whenever necessary, without the fear of a “meter” running.

## Professional Fees

Your investment options are:

- Alternative A: \$65,000
- Alternative B: \$105,000
- Add-On 1 (*to either Alternative A or B*): \$12,000 per six-month period of time selected

## Expenses

Administrative expenses (duplication, mail, etc.) are included in our professional fees. Travel expenses will be billed as incurred and are due upon receipt of our invoice. Reasonable travel expenses include air travel, mileage, transportation, lodging, meals, and tips.

Direct expenses, if incurred, will be billed as incurred and are due upon receipt of our invoice. They are not subject to any markup. Depending on workshop and session designs, this may include virtual and/or socially distanced collaboration tools (e.g., virtual whiteboards, collaboration environments) as well as resource materials to support leadership development and executive advising.

## Payment

A deposit of 60% is due upon acceptance to secure our availability and to start the work, with the balance due within 90 days.

Payment for Add-on 1 must be received two weeks before *each* six-month executive advisory period starts to secure availability.

As a professional courtesy, you can apply a 5% discount if the professional fee for Alternative A or B is paid in full upon acceptance.

Once accepted, this engagement is non-cancellable, and payments are to be made at the times specified. However, you may reschedule, postpone, or delay this engagement, as your business needs may unexpectedly dictate, without penalty or without time limit, subject only to mutually agreeable time frames in the future.

### Commitment to Satisfaction

As trusted advisors, our most valuable marketing currency is strong word-of-mouth referrals and glowing references from our highly satisfied customers. As the founder of the Ingenium Consulting Group, Inc., I (Christian Milaster) personally stand behind the quality of our work. If you feel that we have not aggressively and competently pursued the objectives we have jointly agreed on, Kathy Letendre or I will confer with you to identify all problems and develop solutions. If, after that process you remain dissatisfied, I will refund fees paid as requested.

### Your Advisor and consulting team

It is our intent that Kathy Letendre, our Organizational Excellence Advisor, will lead the proposed work for this engagement and serve as your trusted advisor. As determined in the design of workshops and sessions, we may use qualified professional as co-facilitators at key points in the process.

As needed, we intend to rely on the expertise of other Ingenium Advisors and professionals. We may leverage the following members of the Ingenium Team:

- Kathy Letendre – Consulting Lead and Organizational Excellence & Transformation Advisor
- Christian Milaster – Advisor and Optimization Expert
- Trevor Cunningham – Consultant and Project Manager
- Aubrey Daiz – Documentation Support

We may, at no additional cost to you, use other qualified professionals; we will request your approval in advance if their expertise is required.

Enclosed in the Appendix, you will find additional information about Kathy Letendre, including her extensive experience in healthcare and human services, strategic & tactical planning, and organizational transformation.

In addition to testimonials included in the Appendix and on her personal website ([www.letendreassociates.com](http://www.letendreassociates.com)), Kathy is happy to facilitate conversations with senior executives who have worked extensively with Kathy over multiple years and can provide additional insights about her impact, customized approach, and style.

### Validity

This proposal is valid through February 28, 2023.

~~~~~

Transformational improvement takes time, but there are key elements that accelerate progress. Strategic approaches, consistently implemented, are the hallmark of high-performing organizations. I look forward to working with you, Juan, Sarah, and your leadership team to notably improve Renew's ability to set and execute on plans and priorities of strategic importance.

Sincerely,

Kathy Letendre

Kathleen C. Letendre
Organizational Excellence Advisor & Vice President, Organizational Excellence
Ingenium Healthcare Advisors

Acceptance

Your signature below and selection of an alternative indicates acceptance of this Letter of Agreement and your agreement with the terms above. Alternatively, your deposit or full payment also constitutes that acceptance and allows us to begin working together.

Select one or more:

☐ Alternative A: Comprehensive

☒ Alternative B: Transformative

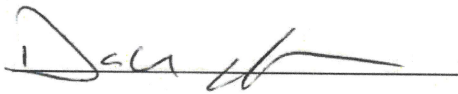
☒ Add-On 1 (to Alternative A or B): Executive Guidance

We accept the Letter of Agreement above and the option(s) selected.

Renew (Grant County Behavioral Health & Wellness)

Ingenium Consulting Group, Inc.

By:



By:



Name:

Name: Christian Milaster

Title:

Title: President

Date:

Date:

January 7, 2023

Ingenium Consulting Group, Inc.
1173 Bayview Vista
Annapolis, MD 21409

© 2023 Ingenium Consulting Group, Inc. and Letendre & Associates, LLC
Confidential – This document may not be shared without the express, written consent
of the Ingenium Consulting Group, Inc.

APPENDIX

Brief Biography

Kathy Letendre, MHSA

Kathy Letendre creates transformative experiences for her clients, catapulting organizational performance to new heights.

As an experienced healthcare executive and champion of transformational improvement, Kathy Letendre shares her expertise and planning methods, helping leaders achieve unprecedented levels of excellence for their organizations. An expert in organizational excellence, strategic planning, and performance, she advises healthcare and human service organizations. She has a reputation as a collaborative and passionate agent of change. She understands the value and pragmatism of telehealth as a means for enabling extraordinary care delivery.

Prior to establishing her consulting practice and collaborating with Ingenium, Kathy served as the Vice President of Planning & Organizational Excellence at a regional healthcare system in Vermont, where she spearheaded the organization's transformative 'journey to excellence,' resulting in numerous recognitions, including the Baldrige-based Governor's Award for Performance Excellence and Magnet designation. Kathy is a Founding Member of Healthcare Shapers USA, President of Letendre & Associates, and an Advisor in Ingenium Healthcare Advisors. Her associates in these consulting collaboratives frequently engage with Kathy on client endeavors.

Previously, Kathy was a senior consultant/manager in Ernst & Young's Healthcare Performance Improvement Group. She earned her Master's degree in Health Services Administration from the University of Michigan's School of Public Health and a Bachelor of Science in Biomedical Engineering from Duke University.

Kathy is a member of the faculty in the University of Vermont's Center for Leadership & Innovation where she designs and leads leadership and team development workshops for healthcare managers, executives, and physician leaders. She is also a member of the American College of Healthcare Executives.

With Kathy's counsel, her clients set new strategic directions and execute their ambitious plans, achieving results of importance to healthcare and human service organizations and those they serve.

What people are saying

*"As Rutland Regional has been pursuing its Vision of excellence over the past several years, I have been guided by these two individuals – **Kathy Letendre**, my Vice President of Planning & Organizational Excellence and Doug Horne [now associates in Letendre & Associates]. Their expertise in performance excellence, their experience in organizational transformation, and their professional coaching have been invaluable to me, my executive team, and the organization."*

On a personal level, Kathy is one of the finest intellects I have had the pleasure to work with in my career. Her ability to envision systems and processes is extraordinary. Her ability to organize and ensure teams get their work done is exemplary. She is persistent, yet polite, and is consistently professional. She always puts the needs of the organization first and has a level of personal integrity that is second to none."

Tom Huebner, (retired) President & CEO, Rutland Regional Medical Center

*"**Kathy** has extensive experience in business planning and brings a great deal of insight to the strategy and execution of any goal or project. She has experience with marketing, financial, and customer service aspects of delivering a product to the market. She brings an extensive perspective on planning with the ability to bring long term vision to any project and the necessary process tools to make it happen. I recommend Kathy to any organization looking to sharpen their approach towards business strategy and an overall improvement process. She is a versatile and capable resource in the changing world we live in."*

Bruce Bullock, MD, physician-owner, Marble Valley Healthworks & Occupational Health Partners

*"**Kathy** is a future thinker who has a broad variety of capabilities within the areas of planning, [leader] development, and service excellence. She is an outstanding collaborator and leader in team building and function. She acts as an excellent guide and coach. She has the ability to display an important voice as a facilitator in groups both large and small. She is a customer focused person who is always compassionate and practical. She simply searches for excellence in all that she does, all that she offers, and all that she sees. She is driven in her pursuit of the best. She is a transformative thinker who pushes the edge when approaching significant issues."*

President of the Medical Staff (retired)

*"**Kathy Letendre** has been instrumental over the years in helping our organization to improve its impact on the lives of those we serve. Specifically, she has helped us achieve a level of organizational clarity in our structure and the approach to our work. This has removed unnecessary obstacles, and provided crisper direction for our staff. I cannot speak highly enough about the support she has provided in helping us make bold change, in incremental ways. We simply could not have achieved as much without her guidance."*

Lorraine Jenne, Chief Operations & Human Resources Officer, Community Care Network

*"**Kathy Letendre** is a professional with a vast depth of knowledge, experience, integrity and patience. She has been instrumental in nurturing and teaching our organization and team the rationale and benefits of operationalizing an excellence framework. She was able to teach us the proven tools, techniques and tactics than can refocus a team to move from good to great. Kathy's attention to detail and her commitment to always raising the bar have been responsible for many of the successes that our team, organization and individuals have reaped...She is never satisfied with good enough, excellence is what she teaches, models and lives. She has taught us the importance of listening to our patients, our staff, our leaders and each other...Many people aspire to make an impact but Kathy leaves RRMC a much better organization, team and hospital because of her tenure."*

Jill Markowski, DNP, MSN, RN, VP of Nursing, Gifford Medical Center (& formerly Director, Rutland Regional Medical Center)

*"**The Management and Planning Tools Class** that I attended was exceptional. It is highly relevant in my work as a service provider and leader. The tools are very functional and have high applicability in my work with teams and in the planning process, in general. I recommend the class and tools to any organization that is serious about accountability, planning and team/stakeholder engagement."*

Vice President, Community Care Network

*"**Management by Fact** is a course that had a profound effect on how I viewed processes and how I determined when to intervene (or not) when presented with performance data. This course shaped our approach to how we manage processes, and how and when we initiate improvement efforts. It directly influenced my leadership philosophy."*

President & CEO in **Management by Fact** workshop

"It inspires me to improve our practice."

Medical Director in **Process Management** workshop

Date: _____

**BOARD OF COUNTY
COMMISSIONERS
GRANT COUNTY, WASHINGTON**

Rob Jones, Chair

ATTEST:

Cindy Carter, Vice-Chair

Barbara J. Vasquez
Clerk of the Board

Danny E. Stone, Member

Ingenium Consulting Group, Inc. INVOICE

Ingenium Consulting Group, Inc.

1173 Bayview Vis

Annapolis, MD 21409

Phone: +1-657-464-3648

eMail: operations@ingeniumadvisors.net

Invoice Number

RNW-2023-01

Invoice Date

January 6, 2023

Due Date

on receipt

BILL TO

Renew

c/o Dell Anderson

35 C Street NW, P.O. Box 37

Ephrata, WA 98823

Customer ID

DESCRIPTION

AMOUNT

Strategic Direction at Renew for Organizational Transformation.
Alternative B: Transformational

\$105,000

Deposit

60%

\$63,000.00

Add-On 1: Executive Guidance for 6-month period

\$12,000.00

COMMENTS

Make checks payable to: Ingenium Consulting Group, Inc.

Include the invoice number on your check.

For wire transfers please wire funds to

Capital One; Routing No. 255071981; Acct. No. 1361428561

Payments more than 45 days past due are subject to a 1.0% weekly finance charge,
calculated from the original due date.

For questions regarding this invoice, contact: operations@ingeniumadvisors.net

Subtotal

\$75,000.00

TOTAL DUE

\$75,000.00

